Unfolding the Recipes for Conflict Resolution during the New Service Development Effort

Spiros Gounaris · Kalliopi Chatzipanagiotou · Achilleas Boukis ·Helen Perks.
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Abstract

The management of conflicts that emerge during new service development (NSD) has escaped the attention of scholars. Yet differing conflict management styles (CMS) of team members and dynamics within the team create a complex managerial challenge. Additionally, the broader literature on conflict resolution shows contradictory findings preventing a clear roadmap for practitioner use when such conflicts emerge. This study draws on complexity theory and employs fuzzy set Qualitative Comparative Analysis, drawing on data from 543 members of 116 NSD projects, to unravel conflict resolution recipes. The results reveal, in detail, the variety of causal patterns that explain the linkages between individual CMS, the dynamics of the team and two critical conflict characteristics; conflict intensity and frequency. Implications for theory and practice are identified and discussed.

***Keywords*:** conflict style, conflict resolution, new service development, qualitative comparative analysis

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1. Introduction

Ensuring the seamless and prompt completion of an NSD project is a key concern for a service organization (Papastathopoulou & Hultink, 2012). Toward this twofold goal, intragroup conflicts emerging among members of the NSD team are among the most significant obstacles (Song, Dyer & Thieme, 2006) due to the diversity characterizing the NSD team (Homburg & Kuehnl, 2014) and the frequently incompatible values, needs, interests or actions such diversity produces (De Dreu & Gelfand, 2008; Wall & Callister, 1995).

Research in this field provides mixed results, ranging from identifying intragroup conflict as an impediment to group functioning, to unravelling benefits of sustaining minimal levels of conflict (cf. de Wit, Greer & Jehn, 2012; de Dreu & Weingart, 2003; Jehn & Bendersky, 2003). However, recent studies suggest that understanding the effect of conflict management on team functioning is more important than simply addressing the impact of conflict type on the management of NSD projects (cf. Behfar, Peterson, Mannix, & Trochim, 2008; Jehn & Bendersky, 2003). Despite this, scholarly work offers only scattered empirical evidence to ground a theoretically vigorous, yet practitioner relevant, roadmap linking conflict management at the individual employee level with dynamics at the NSD team level. This is a significant gap because, in the context of NSD specifically, conflicts are an inevitable facet of the process (De Clercq et al., 2009; Stevens & Dimitriadis, 2005) and conflict management, to the point of resolution, has long been identified as a key prerequisite for NSD success (Xie, Song, & Stringfellow, 1998). Moreover, extant literature is weak in addressing the complexity associated with conflict management in NSD. Such teams are diverse in nature as individual members emanate from different departments and hold varied levels of service development and launch experience. Such diverging individual profiles make the NSD team-working task a far more complex

one (Jehn, Rispens, & Thatcher, 2010) than the prevailing "symmetrical" view would suggest (Dayan, Di Benedetto, & Colak 2009; Somech, Desivilya, & Lidogoster 2009). As a result, the extant literature has failed to adopt an appropriate "prism" that enables academic investigation to account for this complexity and unveil the alternative routes to conflict resolution. This is a second important scholarly gap that this study seeks to address.

With these two important gaps in mind, an investigative method grounded on complexity theory was sought. Fuzzy set Qualitative Comparative Analysis (fs/QCA) was employed as an appropriate way to tackle the asymmetrical nature of the relationship between different CMS, team dynamics and conflict resolution in NSD. We further explored and reported on the effects that conflict frequency and intensity had on the theoretical "recipes" that lead to NSD conflict resolution.

Detailed analysis of extensive multi-respondent data, performed at the individual team member level, demonstrates clearly the complexity associated with conflict resolution during the NSD effort. Acknowledging this complexity allowed us to map the different causal routes that lead to the resolution of conflicts emerging during NSD projects. Through this we unravel the varied causal linkages between divergent individual CMSs and the resulting effect on NSD team dynamics. Hence, the extant study aims to make a significant contribution on three fronts. Firstly, the study reveals, with expository detail, the different causal patterns that explain the linkages between individuals' styles of conflict management and team dynamics and lead to effective NSD conflict resolution. Second, the study demonstrates the theoretical value and relevance of complexity theory and fs/QCA to NSD research and, as such, opens the way for future additional research applications. Finally, the study makes a significant contribution for practitioners, identifying diverse resolution pathways for NSD intragroup conflict.

2. Literature Review

2.1 New Service Development and the Managerial Challenge

Much of current NSD research (cf. Kindström, Kowalkowski, & Sandberg, 2013; Storey & Kahn, 2010) emanates from recognition that there are significant differences between NSD and new product development (NPD) management which make NSD worth studying separately in its own right (Nijssen et al. 2006). For instance, the outcome of NSD projects is not the service itself but the prerequisites for the service (Edvardsson & Olsson, 1996). As a result, the interaction between NSD and service delivery is high. Likewise, innovation in service can be ad hoc (Gallouj & Weinstein, 1997) as, for example, in the case of professional service firms solving a particular problem for particular clients. To address these idiosyncrasies, NSD necessitates high levels of joint engagement, communication and trust among employees involved in the project (Dayan et al., 2009, Dayan & Di Benedetto, 2009), and the effective functioning of cross-functional teams is a pivotal concern (Homburg & Kuehnl, 2014; Froehle et al., 2000). Indeed research has shown that cross-functional confrontations, derived from hostility among team members, can lead to poor NSD team performance (Homburg and Kuehnl, 2014; Dayan & Di Benedetto, 2009). As such, team members need to develop a collective bond to better manage the task at hand against a complex background of interdependencies and dynamics among the team members (Nijssen et al. 2006, Kozlowski, Gully, McHugh, Salas, & Cannon-Bowers, 1996). Generating this collective bond and defending it against potentially threatening conditions is a major management challenge. One such threat is the inability to resolve conflicts that emerge among the members of the NSD team during the development effort (Boukis, 2014).

2.2 Conflict Management and NSD Team Performance

Intragroup conflicts and their effects on individual, team and organizational outcomes have been the subject of many empirical studies (cf. de Wit et al., 2012; de Dreu & Weingart, 2003; Jehn &

Bendersky, 2003, for review). Interestingly enough, though, research findings remain rather mixed. For instance, emotional conflict has been reported to have a significant and positive effect on team performance, but this is not always the case (Jehn 1995). Other studies report that team members can waste time reacting to provocative conflict behaviors from other members of the team and get distracted from the task at hand (Behfar et al., 2008). However, while literature on the outcomes of conflict for the organization remains, at least, equivocal, more recent work stresses the need to move beyond measurement of the direct effect of intragroup conflict and unravel individual and team-based mechanisms and dynamics that explain the impact of conflict on team outcomes (cf. Behfar et al., 2008; Jehn & Bendersky, 2003).

Toward this, Thomas (1992) offers helpful insight by distinguishing between systems (the broader system of parameters, which are more or less stable) and processes (the behaviors that occur within the established system, which can be variable) when dealing with conflict. Through conflict management systems, the organization seeks to benefit from conflict by controlling and regulating the rules of confrontation. This set of systems explains the potential for accruing functional (positive) outcomes from conflict management (Somech et al. 2009). Conflict processes describe the temporal sequence of behaviors, reflecting the mental activities of the conflicting parties, in other words the "style" individuals adopt toward each other when dealing with conflict, which is variable.

Diverse approaches toward conflict management have already been framed in terms of "individual styles" and related to outputs at both individual and team level (e.g. Blake & Mouton, 1964; Rahim, 1983). Most of the research in this domain is, however, grounded in Blake and Mouton's (1964) seminal typology of management styles drawing on two underlying notions of assertiveness and cooperativeness (Van de Vliert & Euwema, 1994). When jointly considered they produce a taxonomy of five different CMS: a collaborative approach, one that seeks to accommodate the other side's frustration, another that seeks to compromise the causes of frustration, one that seeks to avoid the

conflict and, finally, a power-oriented one that pursues one's beliefs at the expense of the other party. In this framework, the resolution of a conflict is the outcome the organization ultimately expects, and from which beneficial outcomes will emerge (Somech et al. 2009; Koza & Dant, 2007).

NSD teams have to deal with intragroup conflict for any of the following reasons (Hutt, 1995): turf disputes, interpretive disputes or communication barriers among members from different organizational functions (Dougherty, 1992). None of these, however, is even remotely associated to the NSD task itself. It is hence unlikely that conflict management systems will produce any positive outcomes by sustaining a "certain degree" of conflict. In contrast, resolving NSD team-based conflict is most likely to induce positive organizational outcomes (Xie et al. 1998). Although NSD research has not addressed this, based on studies in other contexts (De Clercq et al., 2009), it seems reasonable to expect that discrete CMS will lead to conflict resolution during the NSD in spite of the unique characteristics such projects have.

In addition to the style individual members of the NSD team adopt, specific parameters at the team level also influence the ability to resolve an emerged conflict. These include, team members' willingness to cooperate with each other, the degree of trust among team members (Simons & Peterson, 2000), clarity of team member roles, and organizational socialization (Kozlowski et al., 1996). These team-based characteristics encompass the dynamics of the NSD team, namely the behavioral relationships and norms. In the following section we discuss each of these characteristics of team dynamics in relation to the management and resolution of conflict that emerges during new service development.

2.3 Team Dynamics and Conflict Resolution

During NSD, cooperation among members is a key determinant of team effectiveness (Montes, Moreno, & Morales, 2005). "Team cooperation" captures the degree to which team members engage

in mutually beneficial exchanges and how their interaction has the potential to result in greater value for all engaged members. Team cooperation results in stronger connections among team members, which, in turn, results in cordial, even amicable, relationships (Paulsen, Callan, Ayoko, & Saunders, 2013). Hence, team cooperation also drives the team's effort to resolve arising conflicts (Tjosvold, Poon, & Yu, 2005).

Trust is another characteristic of the team that impacts its ability to resolve conflict. Trust reflects the belief that the trustee will fulfill promises and act in the trustor's best interest (Simons & Peterson, 2000). Trust has a positive effect on various aspect of organizational behavior such as job retention (e.g. Colquitt, Scott, & LePine, 2007) and team collaboration (Dayan et al., 2009). As trust among NSD team members increases, both the frequency and accuracy of inter-member information exchange is also enhanced (Dayan & Di Benedetto, 2009). Trust has a positive effect on cooperative decision-making and reduces fear of exploitation by other team members (Chiles & McMackin, 1996). As such, trust further improves the relationships within the team and becomes thus instrumental in eliminating team conflict during innovation (Rispens, Greer & Jehn, 2007).

Thirdly, clarity about employees' roles in terms of job responsibilities and job performance expectations can help resolve conflicts (Onyemah, 2008). NSD team members are often confronted with stressful and ambiguous situations due to unclear behavioral expectations linked to uncertainty about their duties, authority, allocation of time and relationships with others (Boukis, 2014). As the team members deal with role ambiguity, disputes with senior management or other departments are likely to emerge (Bagozzi, 1980). These require increased cognitive resources and effort to deal with seemingly incompatible demands and ensuing conflicts (Onyemah, 2008). Hence, high levels of role ambiguity are expected to undermine efficient conflict resolution within the NSD team.

Last but not least, organizational socialization reflects "the manner in which the experiences of people learning the ropes of a new organizational position, status, or role are structured for them by

others within the organization" (Van Maanen, 1978, p. 19). Through socialization, employees can understand better their role responsibilities, as well as the goals and values of the organization (Hart & Miller, 2005). As the degree of socialization increases, interpersonal relationships among team members will also improve (Kim, Cable, & Kim, 2005). Albeit the effect of socialization on conflict resolution within the context of the NSD has not yet been investigated (Lawson, Petersen, Cousins, & Handfield, 2009), it is reasonable to expect that the conflict resolution ability of the NSD team will also benefit from greater levels of socialization between its members.

However, less evident from the precedent discussion, is the complex interplay of such team dynamics. For instance, whilst trust among team members, and organizational socialization, appear to separately influence the ability of the NSD team to resolve conflict they are clearly highly interrelated. Likewise, while role ambiguity appears to have a negative impact on conflict resolution efficiency, flexibility is equally important for NSD (Georgsdottir, Lubart, & Getz, 2003). However, as flexibility increases some degree of role ambiguity is inescapable, which in turn can have a negative effect on the NSD team's ability to efficiently resolve conflicts. But if role ambiguity comes, for instance, with significant cooperation and trust among team members, it may still be possible to have a positive impact on conflict resolution (Tidd, McIntyre, & Friedman, 2004). Consequently, it is difficult, and likely inappropriate, to consider the effect of NSD team dynamics on the team's ability to resolve emerging conflicts as "linear". Rather, a set of different configurations (or recipes), as depicted in Figure 1, seem more apt for understanding the complexity of the effect(s) of team dynamics on conflict resolution.

2.4 Individuals' Conflict Management Styles, Team Dynamics, and Conflict Resolution

Notwithstanding the complexity associated with the impact of team dynamics on NSD conflict resolution, each member's CMS adds an additional source of complexity. The use of a specific or

combination of CMS can affect the level of tension, in a conflictual situation, through their impact on the dynamics of the team (Ting-Toomey et al., 1991).

For instance, "forcing" and "avoiding" styles are often associated with destructive team outcomes (Song et al., 2006; Zarankin, 2008), damaging the degree of cooperation and trust among team members (Behfar et al., 2008). On the other hand, an "accommodating" conflict management approach improves team interactions (Paul, Seetharaman, Samarah, & Mykytyn, 2004) but can also generate ambiguity over roles and expectations of individual members (Tidd & Friedman, 2002). Hence, in addition to a direct impact, diverse CMSs can impact on conflict resolution through the footprint each style leaves on the team dynamics. Critically, a discrete CMS, for instance accommodating, can affect different parameters of the team's dynamics, which in turn can have either a positive (e.g. "team socialization") or a negative (e.g. role ambiguity) subsequent impact on team-based conflict resolution.

Furthermore, an individual can draw from more than one style when facing a conflict, or avoid one or more CMS (Friedman, Tidd, Currall, & Tsai, 2000; Knapp, Putnam, & Davis, 1988). Also, the individual may adopt different CMS depending on situational or dispositional determinants (Drory & Ritov, 1997) such as the type (frequency and intensity) of the conflict (Lam & Chin, 2004), adding to the overall high level of complexity underlying NSD conflict resolution. For example, the individual may adopt an accommodating approach when facing a low-intensity, infrequent conflict, but change to a forcing approach for high intensity conflict. Likewise, the same person might take an integrating approach if conflict is relatively frequent to enable and push a final resolution of the conflict. Thus, characteristics defining the type of conflict (intensity and frequency) represent an additional source of complexity in the effort to understand conflict resolution paths within the NSD team.

2.5 Complexity Theory and the framing of Conflict Resolution in NSD Projects

From the discussion so far, it is clear that studying the resolution of conflicts that emerge during the NSD process is not a straightforward task that, for instance, linear modeling can capture. This is because the structure of the relationships between core constructs is complex, and the antecedent parameters likely form dynamic "networks" of interactions (McGrath, Arrow, & Berdahl, 2000). For this reason, complexity theory appears to offer a valuable and promising lens through which the interplay of antecedents to NSD conflict resolution can be explored.

According to complexity theory, organizations and their sub-units are treated as complex adaptive systems (CAS) exhibiting fundamental principles such as complexity and "space of possibilities" (Anderson et al., 1999). NSD teams are autonomous self-managed systems making internal adjustments and developments to ensure goal completion (Behfar et al., 2008; Song et al., 2006). Relationships within the NSD team are complex and asymmetrical because of the many variations that exist between members' individual orientations and the team's dynamics. Hence, the causal complexity and asymmetry, when studying NSD team behavior, relates to alternative causes and the outcome.

General complexity theory is grounded in the specific fundamental tenets of recipe, equifinality and asymmetry. The *recipe* principle suggests that a combination of more than one simple antecedent condition (e.g. team members' individual conflict styles) produces high or low scores in the outcome condition (e.g. team trust). The *equifinality* principle posits that one specific configuration of specific variables that sufficiently predicts the outcome condition is not necessary for that outcome to occur. In other words, a single outcome can be considered the child of many different parents. The third tenet advances *causal asymmetry*, according to which the configurations leading to a low state of the outcome (absence of outcome) are not the mirror opposites of the configurations leading to a positive

outcome (presence of outcome). Woodside (2014, pp. 2495–2503) offers an insightful discussion of complexity theory and the pertinent underlying tenets.

Figure 1 depicts the study's conceptual framing underpinned by GCT. The GCT visual employs Venn diagrams to indicate the primary configural nature of complex antecedent conditions, while the arrows in Figure 1 represent the major flows of the configural relationships that the precedent discussion of the theory predicts.

Insert Figure 1

The first Venn diagram suggests that specific configurations of CMS affect each element of the NSD team dynamics (Research Proposition 1). Likewise, RP2 proposes that the configuration of the NSD team member's CMS will directly impact on the resolution of conflicts that emerge during the NSD process; while RP3 focuses on the effect of the configuration of NSD team dynamics on conflict resolution. Hence the first three propositions examined in this study are:

RP1: Sufficient complex configurations of CMS lead to the individual elements comprising the dynamics within the NSD team

RP2: Sufficient complex configurations of CMS lead to the resolution of conflicts that emerge during the NSD process, and

RP3: Sufficient complex configurations of the elements comprising the dynamics of the NSD team will contribute to the resolution of conflicts that emerge during the NSD project.

Finally, not all episodes of individual conflict are identical, especially in the NSD context. For example, conflictual episodes may vary in terms of when they emerge (earlier or later stages of the NSD) or by type of innovation (radical or incremental). Such episodes paint a variant background for conflict to emerge, calling for a fine-tuning of the approach to conflict resolution. However, in this study we focus on responding to the research need to understand how to configure alternative

approaches to conflict management aligned with a generic classification of conflict episodes (Opute 2014). This precedes any attempt to look at the more chore-specific conflicts different NSD situations pose. Conflict intensity (Wall & Callister 1995) and frequency are two major characteristics that serve to produce this generic classification of different conflict types (cf. Brown & Day, 1981). These conflict characteristics could affect and interact with different antecedent causal combinations to explain conflict resolution. This further complicates the conflict resolution challenge. Hence, the following final research proposition is proffered:

RP4: Generic conflict characteristics (intensity and frequency) of the NSD intragroup conflict modify how different configurations of members' individual CMS and team dynamics contribute to its resolution.

3. Methodology

3.1 Research sampling and data collection

The data reported here is part of a broader study seeking to investigate management of resources in the NSD effort. Given the NSD focus, we sought to investigate NSD projects derived from varied B2C and B2B service industries (advertising, banking, insurance, consulting, IT services, and telecommunications providers) to ensure a wide representation of different yet comparable projects. In so doing, mindful of certain idiosyncrasies that characterize specific sectors, certain service sectors were excluded. These include health services, which generally rely on technology pre-developed by their suppliers, and the hotel sector which demonstrates high NSD variety in terms of hotel service offering, each with different degrees of complexity and heterogeneity (Silvestro, Fitzgerald, Johnston, & Voss, 1992) and hotel types (Tremblay, 1998). The working definition of a "new service" for the

selected sectors is a service that did not already exist and was developed and offered to the organization's customers during the previous 18 months.

Eligible organizations had to meet specific criteria before participation in the study. First, they had to be of a minimum size to ensure that a sizable NSD team was assigned to the project. Hence a minimum requirement of 50 employees was set. Second, participants needed to have a minimum annual sales revenue, since relatively smaller organizations are unlikely to have formal NSD procedures (Hoffman, Parejo, Bessant, & Perren, 1998). The minimum annual sales revenue was originally set at £350k. Likewise, eligible organizations had to have completed at least one NSD project in the previous 12 months, using an inter-functional team but with no inter-firm collaboration of any kind. To identify the eligible population, we posted 1082 short questionnaires to service organizations meeting the first two criteria asking them just three questions: whether they had developed a new service during the last twelve months using inter-functional teams, who the manager responsible for the NSD project was, and if they would be willing to participate in a larger study. Another requirement for inclusion was completion of the indicated NSD project no later than 6 months before the data collection period. Of the 1082 questionnaires sent, 752 companies from various service industries (advertising, financial, insurance, consulting, IT services, and telecommunications providers) replied, but only 606 met eligibility requirements. From these 606 companies, 118 finally agreed to participate. Participating companies have a minimum of €500,000 sales revenue and 50 employees.

The NSD team managers of the participating companies were contacted by mail and, along with the questionnaire, were sent a cover letter explaining the process through which they were identified, and the goals of the investigation. The participants' package included ten questionnaires (asking the same questions but adapted to the team-member level), which the NSD team managers were invited to distribute among the members of the team. Individual response envelopes were provided to ensure full

anonymity. In total 571 NSD team members and 118 managers responded. The removal of incomplete and unmatched responses led to a final usable sample of 116 NSD projects, comprising 659 NSD team members and managers (of which 543 responses came from NSD team members), producing a final response rate of 19.4%. Aligned with the objectives of this study, data analysis is restricted to the 543 NSD team member responses.

Whilst most of the respondents were males (62.1%) and not surprisingly well educated (over 60% had a higher education degree), Table 1 shows that the participants' profile, in terms of NSD and work experience, organizational level and organizational function, demonstrates a high degree of variance.

Insert Table 1

3.2 Level of Analysis and Variables Measurement

For the purposes of this manuscript we have set the level of analysis at the individual member of the team. Belonging to a team does not necessarily imply that individuals' views are conditioned by this fact and, thus, it can be misleading to treat and consider them at a team level (Klein, Dansereau & Hall, 1994), especially when past investigations cannot warrant a reasonable anticipation for significant variations among the different cases under investigation (cf. Lacey and Fiss 2007).

With regards to the measurement of the variables of the study, conflict management style captures the respondent's reported style of dealing with a conflict that emerged during the NSD project. To assess this, we utilized Song et al.'s (2006) measurement for the five CMS. To measure participants' perception of the team characteristics (dynamics) we used Mumford, Campion, and Morgeson's (2006) scale to measure team cooperation; García Rodríguez et al.'s (2007) scale to measure trust; Rizzo, House, and Lirtzman's (1970) measure of role ambiguity and Hart and Miller's (2005) scale to measure organizational socialization. Conflict resolution was a newly developed scale, for which we relied on the procedure described by McKenzie, Podsakoff, and Podsakoff (2011). When tested, the

measure demonstrated the psychometric properties necessary for inclusion in subsequent analyses. All measures employed a Likert-type scale (anchored from 1 “I totally disagree” to 7 “I totally agree”). As the individual employee is the level of the analysis, all measures were calculated as the average of the responses each employee gave to the different items included in the questionnaire (Table A1 in the Appendix).

4. Data Analysis

The data analysis involved two stages. The first sought to investigate whether the relationships underlying the various constructs of interests were symmetrical or not. In light of the results of this first stage, we then used appropriate techniques for further analysis to test the four research propositions driving this study.

Insert Table 2 here

Table 2 summarizes the Pearson correlations between CMS, team dynamics and NSD conflict resolution. As expected, the correlation coefficients are sufficiently high to result in multi-collinearity problems where regression analysis employed. Yet, they remain below the .80 threshold, indicating that the relationships between the different constructs are not symmetrical (Woodside, 2013; Wu, Yeh, & Woodside, 2014; Hsiao, Jaw, Huan, & Woodside, 2015) and that contrarian cases possibly exist. To confirm this, we first employed quintile analysis on each individual construct from the lowest to the highest quintile. Next we looked at different pairs (cross-tabulations) of constructs included in the study’s model.

Tables 3 and 4 present a sample of such cross-tabulations between CMS and (a) the NSD team dynamics (Table 3), as well as (b) the resolution of conflicts during the NSD project (Table 4). From Table 3 it is clear that for the majority of the cases a high value in the use of the accommodating style also results in high values for cooperation among the members of the NSD team and vice-versa.

However, in the top right-hand and in the bottom left-hand corners in the table we witness the presence of 74 contrarian cases (almost 15% of the total cases in the database), of which 27 are negative (infrequent use of the accommodating style resulting in high team cooperation) and 47 are positive (frequent use of the accommodating style resulting in low team cooperation).

Insert Table 3 here

Similarly, Table 4 shows that when cross-tabulating the adoption of the avoiding style against conflict resolution, some 76 contrarian cases also emerge. In fact, all the different cross-tabulations examined produced a very similar picture, manifesting the asymmetry in the relationships between the different constructs in this study.

Insert Table 4 here

As such, this picture is the first signal that a regression-based approach in data analysis would ignore these cases focusing mainly on the main effect. In contrast, fs/QCA incorporates such cases in the solution because it allows the identification of the different combinations of the antecedent constructs (low or high) that produce high or low scores in the outcome of interest (Ragin, 2008, 2006). Hence fs/QCA is uniquely suited for the purposes of this study and was utilized for all subsequent analysis.

Before doing so, it was necessary to calibrate the original data. This required transformation of the original variables' scores into fuzzy-set values, which represented a group of values that reflected the degree of membership in a specific condition (Woodside & Zhang, 2013). Following the "direct method" for calibration (Ragin, 2008), to calibrate "NSD conflict resolution" we set cases in the highest quintile equal to .95 membership; cases in the middle quintile at .50; and calibrated scores for the lowest quintile at .05. Data calibration and all subsequent analysis used the fs/QCA open software

package. Table 5 summarizes the study's original, calibrated and fuzzy-set scores for this construct. In a similar fashion we calibrated all constructs included in our study.

Insert Table 5 here

In fs/QCA "consistency" and "coverage" are key to assessing the solutions the analysis produces (Wagemann & Schneider, 2010). Consistency represents the degree to which the cases share a simple or a complex antecedent condition in displaying the outcome of interest. Hence, consistency is analogous to a correlation coefficient in regression analysis (Woodside, 2013). Coverage is another measure for assessing the set relations, illustrating the degree to which "a cause or causal combination 'accounts for' instances of an outcome" (Ragin, 2008, p.42). Thus, coverage is analogous to *r* of determination (r^2) in regression analysis. Because under GCT several combinations of antecedent conditions may lead to the same outcome of interest (equifinality), coverage is also key to evaluating the contribution each single causal combination ("raw coverage"), and all alternative combinations together, ("overall solution coverage") make in explaining the outcome under investigation (Wagemann & Schneider, 2010). Thus, we set .80 as the minimum threshold for consistency, while configurations with a minimum of two cases maintained in the "truth table" algorithm for further analysis (Ragin, 2008).

Moving on to the second stage of data analysis, Table 6 summarizes the results pertaining to the investigation of RP1. This analysis sought to identify the combinations of input antecedent conditions (individuals' CMS) that led to high scores in each of the elements comprising the dynamics of the NSD team (team trust, cooperation, role ambiguity and team socialization). Each row is a single unique combination of input conditions. The table is also informative of raw consistency and coverage for each configuration and the overall solution.

Insert Table 6 here

For each different element of NSD team dynamics presented in Table 6, a complex antecedent combination of two or more CMS explains the individual element under study, while consistently producing high scores toward the outcome condition. For example, part (a) in Table 6 presents the four models the analysis produces when exploring the alternative conflict management style combinations that result in high scores for trust among the NSD team members, while the overall solution consistency (.81) and coverage (.83) are both notably high. More specifically, the first model suggested that relying on the accommodating style, while refraining from employing the avoid style, consistently led to high scores in team's trust (~ravoid•raccom). However, building trust among the NSD team members is also possible through another recipe that relies on combining the accommodating and the integrating styles (raccom•rintegra). The latter could also lead to high scores of trust when explicitly eschewing force and compromise when managing a conflict (~rforc•~rcomprom•rintegra), although in some cases "compromising" could also result in high scores for trust if the member of the team refrains from employing the avoiding, forcing, and integrating management styles (~ravoid•~rforc•rcomprom•~rintegra).

Similarly, several CMS combined into five causal configurations in producing high scores for "team cooperation" (Table 6.b), again with high overall solution consistency (.87) and coverage (.53). However, to achieve team cooperation the two first configurations are the most relevant ones (raw coverage > .25), demonstrating that when the members of the NSD team followed either the avoiding or the forcing style, they were still able to build trust within the team as long as they focused on the needs and wants of all the team's members (accommodating) in an integrating manner (integrating).

Likewise, with regards to role ambiguity and team socialization, the analysis produced two and three different empirically relevant (raw coverage > .25) routes, respectively. Through each of these routes, different combinations of CMS could lead to higher levels of role ambiguity and team

socialization. Consequently, the findings reported in Table 6 confirm RP1 (that sufficient and complex configurations of CMS affect the dynamics within the NSD team).

In examining RP2 and RP3, we used the same analysis procedures summarized in table 6. From Table 7 it is clear that when looking at the different combinations of CMS, the analysis has revealed five alternative yet empirically relevant routes through which the combination of styles can contribute to the resolution of a conflict in the team. For example, the analysis shows that the accommodating and integrating CMS, when jointly employed (raccom•rintegra), could lead to conflict resolution. However, both of these styles could still lead to conflict resolution on their own as long as, for example, the member of the team avoids forcing a solution or seeks to compromise (~rforc•~rcomprom •raccom). A similar picture unfolds when looking at the dynamics of the team, with the analysis once again revealing a total of four alternative combinations that explain how different elements of the dynamics of the team mingle to lead to conflict resolution. Thus, we can also accept both propositions RP2 and RP3.

Insert Table 7 here

Finally, RP4 claims that the characteristics (intensity and frequency) of the conflict affect how different configurations of CMS and team dynamics can contribute in the resolution of conflict emerging during the NSD project. To investigate this proposition, we first grouped the cases into four clusters in terms of high (above average) and low (below) scores in conflict intensity and frequency. Table 8 summarizes the results from fs/QCA in each of the four clusters of cases. Note that the results of the analysis regarding RP1 and RP2 for each of the different types of conflicts are presented in Table A2 in the Appendix.

Insert Table 8 here

From Table 8, the first thing to note is that for all four types of conflict examined, the solutions all had strong consistency (.80 or better) and equally high or better levels of coverage (.73), except for conflicts of high frequency and low intensity, which nonetheless is not inconsequential (.43). Hence, the different solutions generated produce a comprehensive picture of the impact different CMS have on the resolution of different types of conflicts that emerge during the NSD project, when also considering the effects of the different elements of the NSD team dynamics.

For example, for low intensity and frequency conflicts, adopting a combination of accommodating and integrating styles in conflict management will most often result in conflict resolution as long as trust is also strong among the members of the NSD team (rtrustov•raccom•rintegra). Other routes to resolution of course exist, such as using only an accommodating style when trust is coupled with cooperation in the NSD team (rcoop_ov•rtrustov•raccom). Interestingly enough, role ambiguity is not necessarily a problem in cases where both socialization and cooperation are strong among the members of the NSD team and, at the same time, the members of the team rely on accommodation and integration in managing such conflicts (rsocial•rcoop_ov•rroleamb•raccom•rintegra). In contrast, when both the intensity and the frequency of the conflict are high, it is hard to compensate for the negative role ambiguity usually plays, even when socialization and cooperation within the team are both high. This is probably because under such conflicts the approach to integrate different views is almost hopeless, making accommodating the most suitable approach to resolution (rsocial•rcoop_ov•~rroleamb•raccom). For such conflict, resolution will most often come when trust, cooperation and socialization are all strong in the NSD team, and the team members manage conflicts in an effort to both integrate and accommodate different interests and/or views (rsocial•rcoop_ov•rtrustov•raccom•rintegra).

This is not the case however for the other two types of conflicts. Frequent conflicts of low intensity, for example, require less accommodation. In fact, accommodating appears only in one of the

three causal combinations the analysis produced and, admittedly, not the one with the highest coverage. Also, integration, which in both two previous types of conflicts frequently appeared as part of the causal combination, is better avoided for this type of conflict. What does seem to work for such conflicts is seeking a compromise of the different views and interests that ignited the conflict in the first place, especially when cooperation and trust are also strong in the NSD team (rcoop_ov•rtrustov•rcomprom •~rintegra).

The picture becomes quite different though when it comes to intensive but rarely occurring conflicts. For such conflicts, depending on the climate among the members of the NSD team, different combinations of CMS are appropriate, excluding forcing (which does not appear in any causal combination) and avoiding from which team members need to refrain, especially if cooperation in the team is high and opportunities to integrate and compromise also exist (rcoop_ov•~ravoid•rcomprom•rintegra). For such conflicts, attempting to accommodate and integrate different views and interests would appear to be the most effective approach to conflict management, especially when both socialization and trust among the NSD team members are high (rsocial•rtrustov•raccom•rintegra). However, it may still be possible to resolve such conflicts, even if socialization is not particularly strong, as long as cooperation among the NSD team members is strong (rcoop_ov•rtrustov•raccom•rintegra). Consequently, once again a multitude of different causal combinations led to the resolution of intensive, but rarely occurring conflicts, for which integrating different views and interests is a necessary (but not sufficient) condition to achieve resolution.

Insert Figure 2 here

Figure 2 demonstrates the XY plots for the most empirically relevant recipes for conflicts with different intensity and frequency. From figure 2 it is clear that almost all cases fall above the main diagonal, suggesting a sufficient relation between the causal configurations and conflict resolution. For those cases falling below and away from the main diagonal, the sufficiency of the causal recipes

to explain conflict resolution remains unchallenged. For example, only three cases are below and away for the main diagonal in low intensity and frequency conflicts (Plot 1), whereas 45 cases score very high in both conflict resolution and the causal recipe of rtrustov•raccom•rintegra. Furthermore, 11 cases in the upper-left area of the same plot do not challenge the consistency of the causal recipe but its coverage ('deviant cases coverage', Schneider & Wagemann 2012) indicating a strong membership in the outcome because of the conflict resolution the alternative recipes can produce for this type of conflicts. The same picture emerges for the remaining three types of conflicts appearing in Figure 2. In addition, the results of all the above analyses confirmed the complexity theory's major tenets: specifically, a combination of two or more simple antecedent conditions leads to high scores in the outcome of interest, in all research propositions, confirming the *recipe* principle. In addition, more than one causal pathway of the simple antecedent conditions can sufficiently lead to each of the outcomes of interest, confirming the *equifinality* principle. Furthermore, the causal configurations leading to high scores in an outcome are not mirror opposites of the configurations leading to low scores: the *asymmetry* principle is also confirmed.[1]

Finally, and in order to ensure the solidarity of the solutions, a series of robustness tests were run to challenge the results the analysis produced. In order to do so, we linked alternative frequencies of cases to the configurations, and used different levels of consistency of configurations (Skaaning, 2011). Hence, more relaxed or restricted norms were considered for inclusion requiring a minimum representation of one, three, and four cases before including a causal combination in the truth table for further analysis. None of the above procedures yielded substantively different results. Finally, with respect to different thresholds for consistency in the solution, which ranged from .81 to .90, the number of solutions the analysis produced was slightly different, but the overall interpretation of the results remained substantively similar to the original solution.

[1] Lack of space prevents us from providing the results of the models predicting low scores in the outputs of interest, but they are available on request.

5. Discussion

Success in NSD has been considered to relate, among other factors, to the team's ability to complete the task seamlessly and on time (Crossan & Apaydin, 2010). Conflicts that frequently emerge during the NSD project threaten this ability of the NSD team and can also impact negatively on the amount of resources required to eventually complete the task. As such, conflicts during the NSD project jeopardize new service success. However, in spite of the significance of conflict resolution in the NSD context, empirical investigations remains limited and are particularly weak in investigating mechanisms to help service organizations resolve conflict and thus enable a speedier and less fraught developmental process.

In addressing this contextual gap, this study makes an important theoretical contribution to the the NSD field. The research is unique in exploring, firstly, how the conflict management styles of individual NSD team members affect the dynamics of the NSD team. Next, the research examines how each of these two factors (CMS and NSD team dynamics) explains the resolution of conflicts emerging during NSD. However, by explicitly recognizing and unravelling the asymmetric and variated nature of relationships between individual orientations and team-based dynamics through fs/QCA, the research is novel in addressing the underlying complexity that a critical review of the extant conflict management literature would seem to suggest exists.

The analysis produced insightful results addressing the three research objectives. The findings show that different combinations of CMS generate different dynamics within the NSD team. Yet, no individual conflict style was identified as a necessary and sufficient condition for any aspect of the NSD team dynamics to emerge. Hence, a first significant conclusion is that members of the NSD team do not rely on a single approach to managing any individual conflict that emerges during the developmental process. Rather, conflict resolution frequently results from more than one approach, as long as the combination of different CMS in use matches with the specific and prevalent dynamics

within the team. This finding is important for conflict management literature because the need for, or the consequences of, employing different CMS has not yet been considered. To date research is silent in uncovering the pre-requisite NSD team member traits necessary to succeed in their role. As such, this study opens the discourse on "qualities": the pre-requisite skills and abilities of NSD team members necessary to be considered suitably equipped to join the developmental team.

As a major contribution, the analysis has also articulated a variety of alternate recipes (which combine different CMS and different facets of the dynamics that emerge within the NSD team) that enable the handling and resolution of conflicts. Current literature provides a strong argumentation in favor of the complexity characterizing the resolution of the conflicts emerging during NSD. The results from the extant study confirm that assuming a symmetrical relationship among the variables to explain the ability of the NSD team to resolve conflicts is over and unduly simplistic. The study results imply, then, that there is a strong probability that other phenomena in the NSD effort are, in general, equally complex. If so, this would thus justify the effort to revise existing symmetrical models to allow incorporation of this complexity to feed scholarly understanding, above and beyond existing linear-based models.

From the findings of the study important practical implications are derived at individual team member, team leader and firm levels. Firstly, the results suggest individual team members should heed and develop awareness of the implications of their behavior and actions beyond dyadic conflictual situations. Their conflict management styles have repercussions at team level. Team members should be cognizant of the interplay between their own approaches and team-based dimensions, moving beyond their individual comfort zone. This should encourage development of more responsive and thoughtful individual approaches to conflict management.

Secondly, for leaders responsible for the day to day management of the team, attention is put to the complex positioning of team dynamics in conflict resolution. The results suggest that team leaders

should be wary of favoring one conflict management approach above another. Team leaders are tasked with resolving team conflicts and engendering positive team-based parameters such as those studied in this research. Short on time, team leaders often employ a blanket approach to dealing with conflict within teams, drawing on what has worked in the past, their own observations and personal experiences. The extant study suggests that NSD team leaders should learn to appreciate a variety of pathways to conflict management, embracing diverse individual styles and experimenting with team-level dynamics. The results identify practical recipes that provide clear and useful roadmaps for team leaders that will enable them to deal with different types of conflicts, depending on the frequency and intensity characterizing each instance of conflict. Team managers have intimate knowledge of the project and such conflict characteristics (intensity and frequency) should be familiar to them.

The nature of these traits will likely derive from the particular context teams operate in. For example, low frequency but high intensity conflict may emerge out of short-span projects, where team members need to come together quickly and work together intensively. Conversely, projects with high incidences of low intensity conflict may occur in innovation projects of an incremental nature, where team members have already worked together on the original service idea and come together to fine-tune and extend the service further. Team managers are in a prime position to understand these context-specific characteristics and learn to predict conflict and put in place processes to accommodate diverse behaviors and approaches towards its management. This suggests a more tolerant mind-set, which may be challenging to traditional team leadership roles constrained by time-based project completion goals. The results suggest managerial effort here will likely result in more effective conflict resolution.

Finally, at the firm level, the study results suggest firms should adopt a holistic bird’s eye view of conflict resolution. Organizations too often prefer to decouple and adopt a hierarchical structured view of conflict management. Often this induces a blame culture where audit trails seek to identify causes

of conflict at individual or team level. The results from this study suggest that such an approach could be counteractive to conflict resolution in NSD. Firms should find ways to accommodate a diversity of conflict resolution behaviors and styles which may be at odds with their existing management orientation. We have long known that NSD is inherently fuzzy and that agility and responsiveness is critical. The study results provide further evidence that attention and investment in agile systems are likely the most appealing way for the firm to support effective conflict resolution within the NSD team.

Limitations & Directions for Future Research

Certain limitations exist and must be acknowledged in this empirical study. The working definition of "conflicts" in this study does not distinguish between personal and task conflicts, that frequently appear in the literature (Jehn, 1995). However, the literature also reports other classifications of conflicts, such as conflicts of leadership, ethics, or interests (Walumbwa & Schaubroeck, 2009). An attempt to incorporate specific "types" that appear in the literature would have a) unduly increased the complexity of the investigation to a point that would have been difficult to manage, and b) been at odds with the fulfillment of the objectives underlying this study, regarding the inherent complexity of the impact of different CMS and team dynamic configurations on conflict resolution. Future researchers should seek to refine our empirically derived recipes for conflicts of different types. We have paved the way by examining conflicts that appear with different frequencies and intensity, but certainly more work here would be welcome.

Another significant limitation pertains to project leader characteristics their influence on the ability of the team to resolve emerging conflicts. While leadership style and its characteristics are important factors to consider when studying the management of a team, this investigation did not include any of these parameters. This deliberate choice allowed focus on how individual members of the NSD team

handle conflicts. Caution is necessary though here to avoid the false conclusion that conflict resolution during the NSD requires or is only possible through self-regulatory teams. The extant literature is replete with evidence of the effect that leader characteristics have on the subordinates' behavior. Hence, further research could usefully examine the recipes unraveled from this investigation in relation to specific characteristics of the NSD leader, addressing an important gap in the extant literature (cf. Saeed et al., 2014).

Further research could also draw on the recipes reported in this study to investigate various facets of NSD team performance, such as the time to project completion, resources deployed for completion or market performance after new service launch. Doing so will allow further untangling of the long-standing debate on the impact of conflict resolution on team performance.

Another significant limitation is the definition of the population. Although the decision to exclude certain service sectors is well justified given the peculiarities characterizing each of the excluded sectors (education, hotels, and health services), the same characteristics warrant the need to replicate this study before extrapolating our findings to these sectors. This is important because for many economies the summated contribution these three sectors have on the GNP is hardly negligible. Thus, the impact from helping such service organizations to improve their ability to resolve conflicts emerging during the NSD effort and consequently the "competitiveness" of the service organizations from these sectors is clearly significant and future research in this direction is welcome.

Finally, this study opens future research to consider alternative, less generic, types of conflict that are specifically relevant to the NSD effort. For example, not all NSD projects are equally innovative. Some are more radical whereas others are less. Does the degree of innovativeness have any effect on the configuration of the recipes that lead to conflict resolution? Likewise, does the timing of the conflict emergence in relation to the progress of the NSD project influence the recipe(s) to conflict resolution? Answering such questions will particularly be significant for managerial practice.

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Figure 1.
Complex Configural Model for NSD Conflict Resolution.

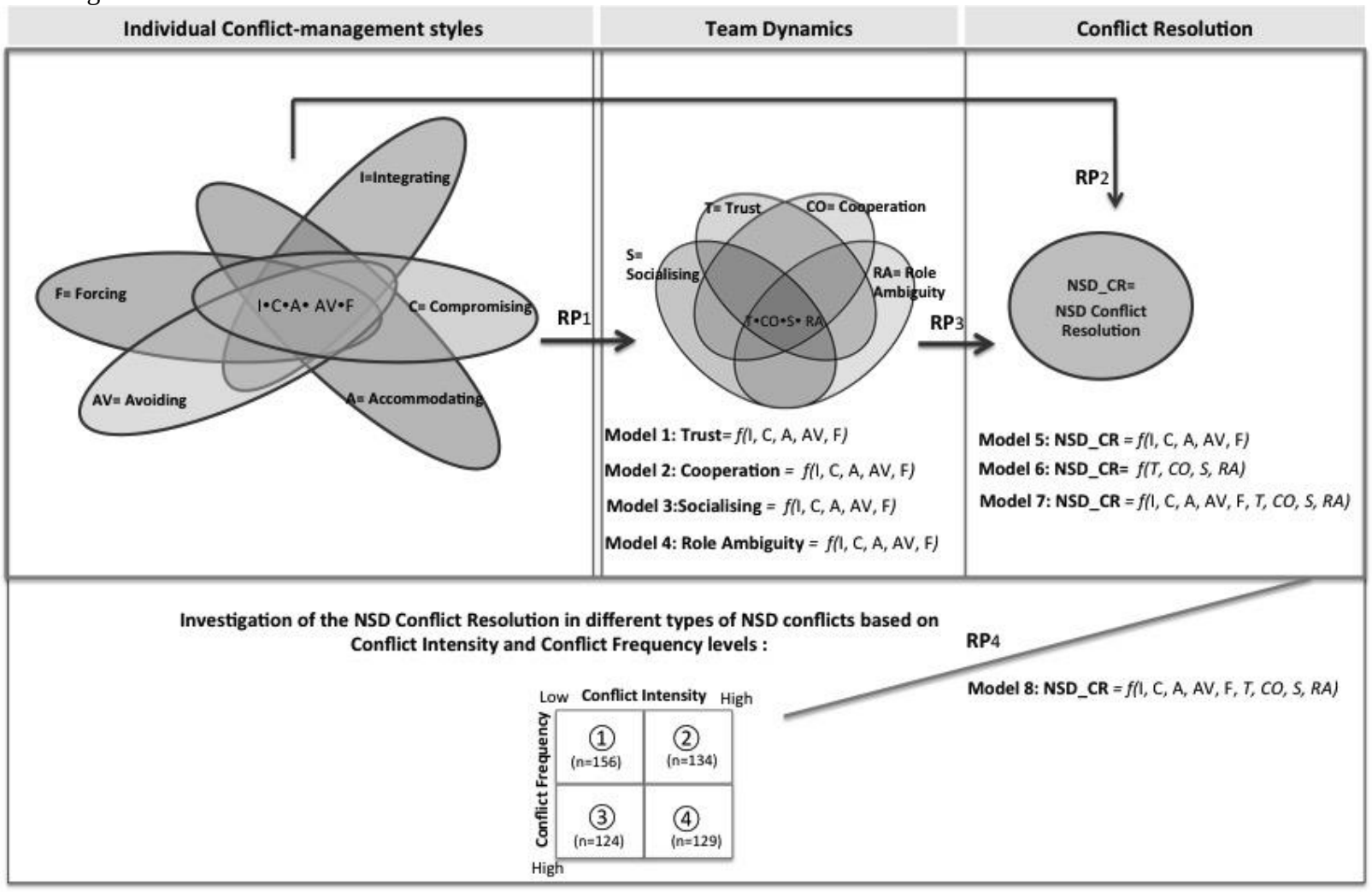

Figure 2. Models leading to high scores in NSD conflict resolution in different types of conflicts (RP4)

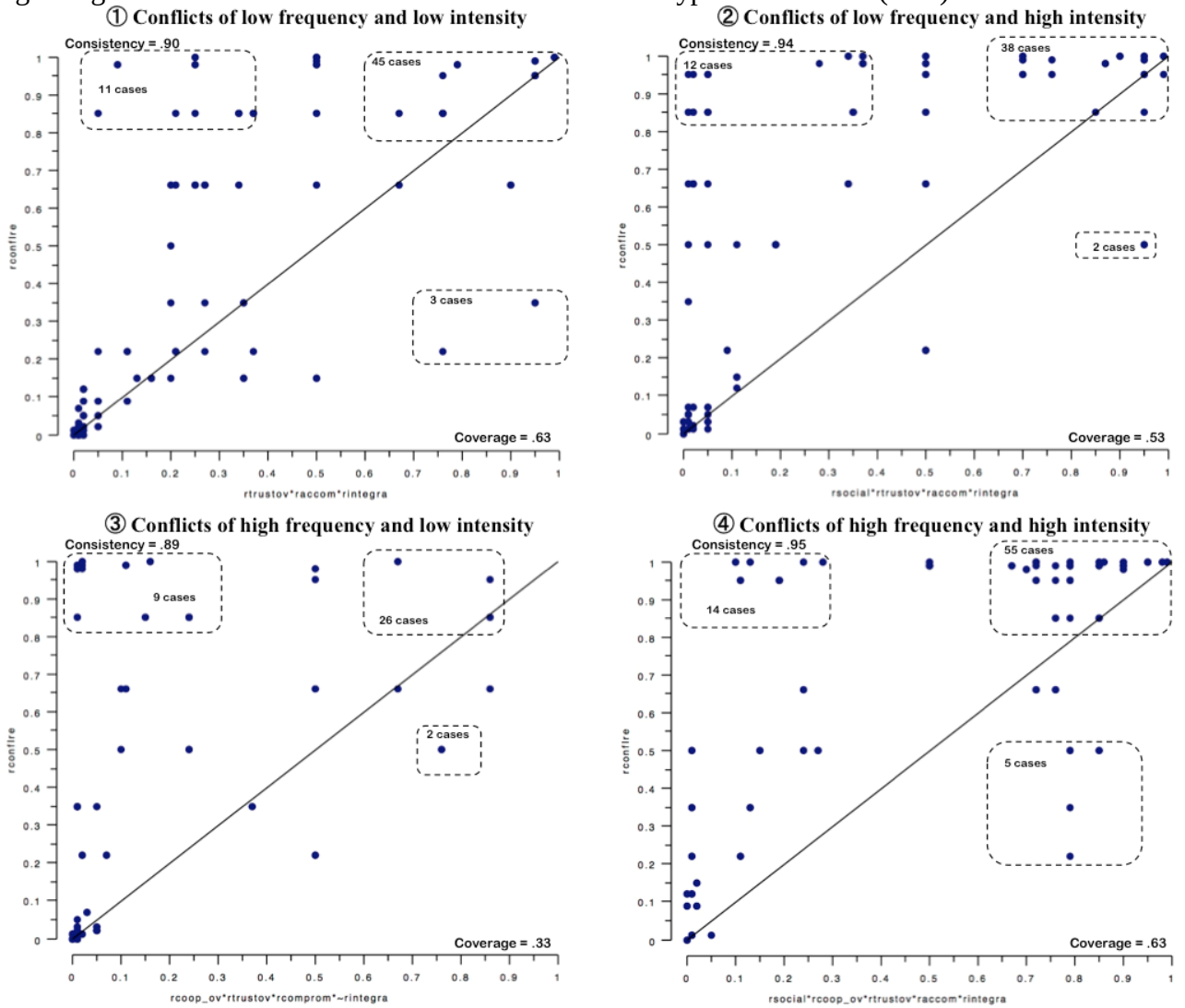

Table 1. Key Profiling Characteristics of the Respondents

Department		Educational background	
Finance/ accounting	15.11%	Secondary	5.32%
Marketing/Sales	30.75%	Higher Education	60.58%
Contact employees/ Sales reps	26.71%	Master Degree	28.36%
IT	14.36%	Doctorate	6.44%
HR	13.07%	N/A	1.10%
NSD experience		**Organizational level**	
1-2 NSD projects	38.30%	Senior executives	27.21%
3-5 NSD projects	28.37%	Middle-level executives	36.09%
Over 6 NSD projects	27.07%	Lower-level executives	26.70%
None	5.26%		

Work Experience	
1-3 years	31.12%
4-5 years	30.03%
Over 5 years	37.38%
N/A	1.47%

Table 2.
Correlations of Conflict Management Styles, Team Dynamics conditions and NSD Conflict Resolution

Variables	Mean	St. dev.	1	2	3	4	5	6	7	8	9
1. Integrating	4.7	1.07	1								
2. Accommodating	4.7	.94	.626	1							
3. Compromising	3.1	.90	-.637	-.682	1						
4. Forcing	3.6	1.27	-.616	-.434	.379	1					
5. Avoid	3.6	1.25	-.542	-.599	.513	.614	1				
6. Role ambiguity	3.4	1.11	-.664	-.555	.443	.562	.552	1			
7. Team Trust	4.2	1.00	.595	.633	-.443	-.511	-.589	-.670	1		
8. Team Cooperation	4.0	.87	.598	.677	-.460	-.526	-.612	-.614	.676	1	
9. Team Socialising	4.2	1.44	.557	.588	-.416	-.664	-.657	-.589	.603	.554	1
10. Conflict Resolution	4.2	1.11	.666	.689	-.497	-.568	-.538	-.672	.692	.677	.656

Correlations are significant at the .01 level
Note: Significant correlations do occur among the study's constructs (due mainly to the constructs of Conflict Management Styles and Team Dynamics), although correlations are all < .80

Table 3.

Accommodating conflict management style and NSD Conflict Resolution

Negative Contrarian cases

			Team Cooperation					
			Very Low	Low	Medium	High	Very High	Total
Group of ACCOM	Very Low	Count	**88**	**70**	10	**14**	**1**	183
		% within Group of ACCOM	**48.1%**	**38.3%**	5.5%	**7.7%**	**0.5%**	100.0%
	Low	Count	**18**	**18**	10	**10**	**2**	58
		% within Group of ACCOM	**31.0%**	**31.0%**	17.2%	**17.2%**	**3.4%**	100.0%
	Medium	Count	2	16	18	31	20	87
		% within Group of ACCOM	2.3%	18.4%	20.7%	35.6%	23.0%	100.0%
	High	Count	**1**	**26**	27	**32**	**36**	122
		% within Group of ACCOM	**0.8%**	**21.3%**	22.1%	**26.2%**	**29.5%**	100.0%
	Very High	Count	**2**	**18**	4	**20**	**49**	93
		% within Group of ACCOM	**2.2%**	**19.4%**	4.3%	**21.5%**	**52.7%**	100.0%
Total		Count	111	148	69	107	108	543
		% within Group of ACCOM	20.4%	27.3%	12.7%	19.7%	19.9%	100.0%

Phi=.733, p< .000

Positive Contrarian cases

Cases supporting the positive relationship

Negative contrarian cases *highlight that low score of the Accommodating management style leads to high score in Team Cooperation.*

Positive contrarian cases *highlight that high score of the Accommodating management style leads to low score in Team Cooperation.*

Note. The two sets of contrarian cases are counter to the main large effect size (phi^2 = .537) of the positive relationship between the Antecedent Condition and Outcome Condition.

Table 4.

Avoiding Conflict Management Style and NSD Conflict Resolution

Negative Contrarian cases

			NSD Conflict Resolution					
			Very Low	Low	Medium	High	Very High	Total
Group of AVOID	Very Low	Count	**2**	**19**	42	**12**	**39**	114
		% within Group of AVOID	**1.8%**	**16.7%**	36.8%	**10.5%**	**34.2%**	100.0%
	Low	Count	**6**	**16**	40	**33**	**21**	116
		% within Group of AVOID	**5.2%**	**13.8%**	34.5%	**28.4%**	**18.1%**	100.0%
	Medium	Count	10	25	39	16	14	104
		% within Group of AVOID	9.6%	24.0%	37.5%	15.4%	13.5%	100.0%
	High	Count	**28**	**26**	23	**2**	**22**	101
		% within Group of AVOID	**27.7%**	**25.7%**	22.8%	**2.0%**	**21.8%**	100.0%
	Very High	Count	**71**	**23**	5	**5**	**4**	108
		% within Group of AVOID	**65.7%**	**21.3%**	4.6%	**4.6%**	**3.7%**	100.0%
Total		Count	117	109	149	68	100	543
		% within Group of AVOID	21.5%	20.1%	27.4%	12.5%	18.4%	100.0%

Phi= .675, p< .000

Cases supporting the negative relationship

Positive Contrarian cases

Note. The two sets of contrarian cases are counter to the main large effect size (phi^2 = .455) of negative relationship between Avoiding Conflict Management Style and NSD Conflict Resolution.

Table 5. Original and Calibrated NSD Conflict Resolution scale and frequency of cases by scores

Original values after quintile analysis	Using 5 scores Calibrated	Using Fuzzy Scores	Frequency	Percent (%)	Cumulative Percent (%)
1.000	.05	.00	5	.9	.9
6.000	.05	.00	12	2.2	3.1
18.000	.05	.01	20	3.7	6.8
38.000	.05	.01	28	5.2	12.0
66.000	.05	.02	26	4.8	16.8
92.000	.05	.03	26	4.8	21.5
118.000	.05	.05	27	5.0	26.5
145.000	.15	.08	23	4.2	30.8
168.000	.15	.13	21	3.9	34.6
189.000	.15	.19	21	3.9	38.5
210.000	.15	.26	48	8.8	47.3
258.000	.50	.50	24	4.4	51.7
282.000	.85	.69	67	12.3	64.1
349.000	.95	.95	67	12.3	76.4
416.000	.95	.99	42	7.7	84.2
458.000	.95	.99	29	5.3	89.5
487.000	.95	1.00	31	5.7	95.2
518.000	.95	1.00	11	2.0	97.2
529.000	.95	1.00	10	1.8	99.1
539.000	.95	1.00	3	.6	99.6
542.000	.95	1.00	2	.4	100
Total			543	100	

Mean =253 (st. dev.= 153.5); Median= 258; Mode= 282
Cut points: 118=.05 ; 258=.50; 349=.95

Note: Using the above cut points the fs/QCA software set scores for the second quintile to .15 and the fourth quintile to .85

Table 6. Models of conflict management styles resulting in high scores in Team Dynamics (RP1)

a. Models of Conflict management styles predicting high scores in Team Trust			
	Raw Coverage	Unique Coverage	Consistency
~ravoid*raccom	.63	.05	.84
raccom*rintegra	.67	.08	.87
~rforc*~rcomprom*rintegra	.47	.02	.85
~ravoid*~rforc*rcomprom*~rintegra	.16	.04	.80
Overall solution coverage: .83			
Overall solution consistency: .81			
b. Models of Conflict management styles predicting high scores in Team Cooperation			
ravoid•raccom•rintegra	.25	.06	.85
rforc•raccom•rintegra	.25	.06	.85
~ravoid•~rforc•raccom•~rintegra	.22	.05	.88
rcomprom•raccom•rintegra	.20	.00	.90
~ravoid•~rforc•rcomprom•raccom	.21	.00	.92
Overall solution coverage: .53			
Overall solution consistency: .87			
c. Models of Conflict management styles predicting high scores in Role Ambiguity			
ravoid•rforc•~raccom•~rintegra	.54	.06	.94
ravoid•rforc•rcomprom•~rintegra	.50	.03	.94
~ravoid•~rforc•~rcomprom•~raccom•~rintegra	.08	.04	.80
Overall solution coverage: .62			
Overall solution consistency: .92			
d. Models of Conflict management styles predicting high scores in Team Socialise			
~ravoid•~rforc•~rcomprom	.45	.03	.81
~ravoid•~rforc•raccom	.52	.05	.84
~rforc•rcomprom•raccom•~rintegra	.15	.01	.88
~ravoid•~rcomprom•raccom•rintegra	.43	.06	.81
Overall solution coverage: .63			
Overall solution consistency: .81			

Note: The "~" indicates the negation of a causal condition; "•" indicates the logical operation AND on fuzzy set, through which two or more sets are combined;
raccom= Accommodating CMS; ravoid= Avoiding CMS; rintegra= Integrating CMS; rcomprom= Compromising CMS; rforc =Forcing CMS

Table 7. Models of Conflict Management styles and models of Team Dynamics predicting high scores in NSD Conflict Resolution

a. Models of conflict management styles predicting high scores in NSD Conflict Resolution (RP2)			
	Raw Coverage	Unique Coverage	Consistency
raccom•rintegra	.66	.07	.86
~rforc•~rcomprom•raccom	.50	.01	.85
~ravoid•~rcomprom•raccom	.51	.01	.85
~rforc•~rcomprom•rintegra	.48	.00	.88
~ravoid•~rforc•rintegra	.47	.01	.84
Overall solution coverage: .76			
Overall solution consistency: .80			
b. Models of Team Dynamics predicting high scores NSD Conflict Resolution (RP3)			
rcoop_ov•~rroleamb	.61	.06	.88
rtrustov•~rroleamb	.67	.03	.88
rsocial•rtrustov	.65	.02	.90
rcoop_ov•rtrustov	.64	.03	.86
Overall solution coverage: .85			
Overall solution consistency: .83			

rcoop_ov= Team Cooperation; rsocial= Team Socialise; rtrustov= Team Trust; rroleamb= Members of the NSD team Role Ambiguity

Table 8.
Models of Conflict Management Styles and Team Dynamics predicting high scores in NSD Conflict Resolution in different types of conflicts **(RP4)**

① Conflicts of low frequency and low intensity	Raw Coverage	Unique Coverage	Consistency
rcoop_ov•rtrustov•raccom	.56	.07	.86
~ravoid•~rforc•raccom	.22	.02	.80
rtrustov•raccom•rintegra	.63	.14	.90
rsocial•rcoop_ov•rroleamb•raccom•rintegra	.19	.02	.91
Overall solution coverage: .76			
Overall solution consistency: .80			

② Conflicts of low frequency and high intensity	Raw Coverage	Unique Coverage	Consistency
rcoop_ov•~ravoid•rcomprom•rintegra	.23	.14	.89
rsocial•rtrustov•raccom•rintegra	.53	.18	.94
rcoop_ov•rtrustov•raccom•rintegra	.41	.06	.90
Overall solution coverage: .74			
Overall solution consistency: .91			

③ Conflicts of high frequency and low intensity			
rcoop_ov•rtrustov•rcomprom•~rintegra	.33	.15	.89
rsocial•rtrustov•ravoid•rcomprom•~rintegra	.16	.03	.92
rsocial•rcoop_ov•rtrustov•rforc•raccom•~rintegra	.16	.06	.90
Overall solution coverage: .43			
Overall solution consistency: .89			

④ Conflicts of high frequency and high intensity			
ravoid•raccom•rintegra	.35	.08	.98
rsocial•rcoop_ov•~rroleamb•raccom	.20	.01	.94
rsocial•rcoop_ov•rtrustov•raccom•rintegra	.63	.24	.95
Overall solution coverage: .72			
Overall solution consistency: .94			

Note: All the tenets of complexity theory are supported.

-Appendices-

Table A1. Scales and reliability analysis

Constructs	Items *(All items measured on a 7-point Likert-type scale)*	Cronbach's alpha
CMS1: Accommodating	AC1: Try to satisfy the expectations of others; AC2: Try to help others not "lose face" when there is a disagreement; AC3: Go the "extra mile" to get along with each other; AC4: Try to meet each other's schedules whenever we can.	.72
CMS2: Integrating	IN1: Try to bring all issues into the open in order to resolve them in the best way; IN2: Encourage others to express their feelings and views fully; IN3: Work hard to thoroughly, jointly learn about the issues; IN4: Openly share concerns and issues.	.85
CMS3: Compromising	COM1: Try to investigate an issue in order to find a solution agreeable to us both; COM2: Look for middle ground to resolve disagreements; COM3: Arrive at compromises that both areas can accept; COM4: Propose compromises in order to end deadlocks.	.79
CMS4: Avoiding	AV1: Try to keep differences of opinion quiet; AV2: Avoid openly discussing disputed issues; AV3: Smooth over conflicts by trying to ignore them; AV4: Avoid being "put on the spot" by keeping conflict to ourselves	.83
CMS5: Forcing	F1: Try to put a single area's needs first; F2: Tenaciously argue the merit of initial positions when disagreements occur; F3: Want the other to make concessions, but don't want to make concessions ourselves; F4: Treat issues in conflict as a win-lose contest.	.86
Team Trust	T1: I trusted in the working relationship with other participants in the project; TR2: Other participants were sincere and honest with me during the project; TR3: Their actions always met my expectations; TR4: I believed the information that they provided; TR5: Other participants fulfilled the promises made; TR6: Other participants were sincerely concerned about our interests; TR7: We trusted one another's capacity to carry out the work appropriately.	.91
Team Cooperation	TC1: Team members enhance the communication among people working on the same project; TC2: Team members meet or exceed their productivity requirements. TC3: Team members cooperate to get the work done; TC4: Team members do their part to ensure that their task will be delivered on time; TC5: Team members are very willing to share information with other team members; TC6: Team members help each other out on the project when needed.	.80
Team Socialise	TS1: Members of my work group have primarily been responsible for socializing me to the work norms and values; TS2: My interactions with workgroup members have taught me much about the "ropes" of the organization: TS3: My co-workers have been active in socializing me into the work unit.	.88
Role Ambiguity	RA1: I know exactly what is expected of me; RA2: I know that I have divided my time properly; RA3: I have clear, planned goals and objectives for my job; RA4: Explanation is clear of what has to be done; RA5: I feel certain about how much authority I have; RA6: I know what my responsibilities are.	.91
NSD Conflict Resolution	CR1: Some disagreements that occurred were not fully resolved by the end of this project (Reverse item); CR2: I totally agreed with the decisions taken for resolving conflicts during this project; CR3: Overall, conflicts were resolved in a successful way; CR4: Most tensions raised during this project were totally resolved; CR5: The way that conflicts were solved determined the achieved results; CR6: I was satisfied overall with the conflict resolution process during this project; CR7: Overall, most conflicts were solved in a fair way during this project.	.90

Table A2.

Models predicting High scores of NSD Conflict Resolution in different types of conflicts

① Conflicts of low frequency and low intensity			
a. Models of Conflict management styles predicting High scores of Conflict Resolution (RP2)			
	Raw Coverage	Unique Coverage	Consistency
~ravoid•~rforc•~rcomprom•raccom	**.56**	**.56**	**.83**
Overall solution coverage: .56			
Overall solution consistency: .83			
b. Models of Team Dynamics predicting High scores of Conflict Resolution (RP3)			
~rsocial•rtrustov•~rroleamb	.21	.04	.84
rcoop_ov•rtrustov•~rroleamb	**.46**	**.23**	**.85**
~rsocial•rcoop_ov•rtrustov	.25	.07	.82
rsocial•~rcoop_ov•rtrustov•rroleamb	.19	.05	.88
Overall solution coverage: .66			
Overall solution consistency: .85			

② Conflicts of low frequency and high intensity			
a. Models of Conflict management styles predicting High scores of Conflict Resolution (RP2)			
	Raw Coverage	Unique Coverage	Consistency
~ravoid•~rforc•~rcomprom•rintegra	**.46**	**.30**	**.88**
rforc•~rcomprom•raccom•rintegra	.24	.08	.87
Overall solution coverage: .54			
Overall solution consistency: .88			
b. Models of Team Dynamics predicting High scores of Conflict Resolution (RP3)			
rsocial•rcoop_ov•~rroleamb	.46	.05	.95
rsocial•rtrustov•~rroleamb	**.65**	**.24**	**.98**
rcoop_ov•rtrustov•~rroleamb	.47	.07	.97
rsocial•rcoop_ov•rtrustov	.45	.05	.90
Overall solution coverage: .83			
Overall solution consistency: .91			

③ Conflicts of high frequency and low intensity			
a. Models of Conflict management styles predicting High scores of Conflict Resolution (RP2)			
raccom•~rintegra	**.51**	**.29**	**.88**
~rforc•rcomprom•~rintegra	.45	.07	.85
~ravoid•rcomprom•~rintegra	.37	.00	.81
Overall solution coverage: .78			
Overall solution consistency: .83			
b. Models of Team Dynamics predicting High scores of Conflict Resolution (RP3)			
~rsocial•rtrustov•~rroleamb	.41	.05	.85
rcoop_ov•rtrustov•~rroleamb	**.55**	**.19**	**.85**
Overall solution coverage: .60			
Overall solution consistency: .85			

④ Conflicts of high frequency and high intensity			
a. Models of Conflict management styles predicting High scores of Conflict Resolution (RP2)			
~rcomprom•raccom•rintegra	**.69**	**.30**	**.93**
~ravoid•~rforc•raccom•rintegra	.49	.10	.92
Overall solution coverage: .79			
Overall solution consistency: .92			
b. Models of Team Dynamics predicting High scores of Conflict Resolution (RP3)			
~rtrustov•~rroleamb	.20	.05	.94
rsocial•rcoop_ov	**.73**	**.45**	**.89**
rsocial•rroleamb	.22	.01	.90
Overall solution coverage: .80			
Overall solution consistency: .89			